

## **Perceived Organizational Support Has an Impact on Employee Creativity**

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**Abstract.** *The study of employee creativity is one of the trendy popular study in a few decades. This study discuss perceived organizational support is seen as having an important influence to increase employee creativity in the company. Employee creativity is one competitiveness of company to compete with others company. This research used qualitative approach with descriptive methods. The aims of study is to describe about employee creativity in organizational. This study explains relationship model between perceived organizational support and its impact on employee creativity in organizations. Our findings show that Employees with high perceived organizational support show greater creativity. However, one point of view of organizational behavior that is interesting to discuss about employee creativity in organizational behavior. This research uses descriptive method, which explains the relationship model between perceived organizational support impacts on employee creativity.*

**Keywords:** *Employee creativity, Perceived organizational support*

### **1. INTRODUCTION**

In the era of global competition and a dynamic corporate environment, the working conditions of employees are determined by many factors including factors such as the times, technological developments, economic and social changes (X. Yu, Li, Tsai, and Wang, 2019). Each company will optimize its position to gain a competitive advantage in order to survive and succeed in the market. This competitive advantage refers to the company's superiority to be better than competitors (Anning-Dorson, 2018). In this dynamic business environment, employee creativity is considered as a competitive source that allows profit and added value to the organization (Ibrahim *et al.*, 2016).

Along with this reality the challenges in organizations in human resource management increasingly focus on the demands of preparing quality human resources and have high creativity will be important for companies to act globally to produce innovations and solve problems quickly in a world that is interconnected and constantly moving this follows the demands of the global market (de Vasconcellos, Garrido, & Parente, 2019; Zollo & Winter, 2002). Individual level creativity is transformed into organizational resources (de Vasconcellos *et al.*, 2019). Organizations with employees who have creative ideas can apply these ideas in their work, develop them and spread these ideas to other employees in the organization (Klijin and Tomic (2010).

Previous research on employee creativity was influenced by several key factors (T. M. Amabile *et al.*, 1996; G. R. C. Oldham, A, 1996; Woodman *et al.*, 1993). Personal factors include intrinsic motivation, cognitive style, personality and knowledge (Woodman *et al.*, 1993). whereas according to Shalley employee creativity is divided into two main factors, namely personal factors and contextual factors, the first personal factors include dimensions of personality, knowledge, and cognitive style that originate from within the employee's personal things that can affect employee creativity directly (Zhou and Shalley, 2003). Whereas the second factor is contextual factors consisting of dimensions that are outside the employee's self such as perceived support from coworkers 'support, superiors' support, rewards and job complexity (Shalley *et al.*, 2004).

The fact that creativity exists in Indonesia is among the lowest ranks compared to other countries in the world, according to the 2015 Global Creativity Index (GCI) ranks Indonesia 115<sup>th</sup> out of 139 countries. Survey conducted by the Martin Prosperity Institute. Technology is the main indicator because it controls industrial growth, Talent or human resource capacity is also compared to influence technological development and economic growth, creativity has a strong enough correlation to the economy and social dynamics of a country. The World Creativity Index as a whole places Australia as the best country in the Creativity index. America remains in second place, New Zealand ranks third, Canada ranks fourth and two other countries, namely Denmark and Finland ranks fifth while Indonesia ranks 115<sup>th</sup> compared to other countries in the world.

A constantly changing world also presents challenges for organizations and requires employees to be creative able to overcome the difficulties of solving problems, success for company performance in a competitive business world will succeed if it provides diverse market demand through creative products and services because employee creativity contributes to the organization's competitive advantage (Jiang & Gu, 2015a). In addition, growing creativity in services often faces challenges due to the intangible nature of service delivery. Therefore, it must create a concept of creativity in all fields and develop new approaches to promote it through employee creativity which is triggered by consistently providing full support to employees so that employees feel the support, this can motivate to become a creative employee. The increasing perception of perceived organizational support will affect employee creativity shows the relationship between perceived organizational support and employee creativity (Lin & Baum, 2016; Tang *et al.*, 2017).

## **2. LITERATURE REVIEW**

### ***2.1 Perceived Organizational Support***

On the concept of perceived organizational support using social exchange theory (social exchange theory) is the most influential conceptual understanding of work behavior, the history of this theory in 1950 the figure of classical sociologist Emile Durkheim sparked classical sociology into modern sociology. The inventor of social exchange theory George C. Homans in 1950 the theory of social exchange can not only be measured by money only because the things exchanged are real and not. Someone, for example, working in a company not only expects wages extrinsic rewards but also intrinsic rewards in the form of pleasure, friendship and job satisfaction. (Homans, 1958). The view of Coulson *et al.*, (2014) that social exchange theory is rooted in sociology and anthropology. First, social exchange theory is based on the assumption that individuals are generally rational and involved in the calculation of profit and loss in social exchange. This assumption reflects the perspective that social exchange theory mostly comes to decision-making issues.

Ertürk and Vurgun's (2015) views in the recent organizational psychology literature several studies adopt the social exchange theory from Blau (1964) that investigates the relationship between organizations, superiors and subordinates. Social exchange theory in a multi-concept approach consists of the perception of organizational support, which is a social

exchange between employees and their organizations, and the exchange of leader members which is a social exchange between employees and their superiors. Social exchange in organizational support research (Rhoades & Eisenberger 2002) consistently shows that perceived support from organizations and trends are related to behavior. Employees who perceive greater support will generally be less likely to find alternative work or quit the organization other than that the encouragement and attention of the organization increases the emotional bond between the individual and the organization. In previous studies the concept of perceived organizational support use social exchange theory.

## **2.2 Employee Creativity**

In the concept of Employee Creativity, the theory used in the theory of creativity is the comprehensive component of the social and psychological components needed for an individual to produce creative work. This theory is based on the definition of creativity as the production of good ideas or findings and is suitable for several purposes (Glaveanu, 2019). its history 1926 is an important year for the psychology of creativity a character Graham Wallas included in his book *The Art of Thought* in a detailed discussion of the creative process that has influenced generations of scholars of creativity. besides *The Art of Thought*, other books published by Wallas, especially *Human Nature in Politics* (1908) and *The Great Society* (1914). Wallas (1926) states that the classic model of the process of creative thinking identifies four stages of creative thought. this stage is (1) preparation (for example, testing the problem and the purpose for overcoming it); (2) incubation (for example, no longer consciously handling the problem, but unconsciously the work might be in progress); (3) illumination (for example, self-present solutions), and (4) verification (the use of logic and knowledge to make appropriate solution ideas) The theory put forward by Wallas is a reference for Amabile making Compensational theory.

In Compensational theories there are four components needed for each creative response. Three components in the individual such as the relevant skill domain, relevant creativity processes and intrinsic task motivation, while one component outside the individual is the social environment in which the individual works (Amabile, 2008).

- a. Components of creativity in componential theory, the influence of creativity includes three components in an individual, namely the domain of relevant skills (expertise in the relevant domain), the process of relevant creativity (cognitive processes and personalities that are conducive to new thinking), and task motivation (intrinsic motivation) to engage in activities outside of personal pleasure or challenging tastes. The external component of an individual is the surrounding environment, especially the social environment. This theory determines that creativity requires a combination of all components. The highest creativity is when people are intrinsically motivated by the domain of skills and high expertise in creative thinking to work in a good environment in supporting creativity.

- b. Components of Creativity in Context

The basic elements of component theory and creative processes are similar in aggregate to creativity theories in psychological and organizational studies, albeit with different emphases and mechanisms. In essence, all the latest theories of creativity depend on the definition of creativity as a combination and new conformity. Most theories describe individual processes generating creative ideas which mostly include skills, motivational elements, and social environment.

Creativity is the process of generating ideas or solutions that are not only original but must also solve problems. Organizational creativity is useful in developing new products, services, and ideas in complex social systems (Woodman *et al.*, 1993). Creativity is an important factor in organizations, especially when organizations face a competitive environment. The initiative and implementation of creative ideas increases the ability of

organizations to respond to existing opportunities. Improving the creative performance of workers is a must if the organization wants to achieve its competitive advantage (Amabile, 1988). Creativity is defined as the process of discovering what has not been considered as well as actions to create new connections. More simply, creativity can be considered as the production of new and useful ideas in its domain, stated there are 3 basic components of creativity, namely (1) expertise is knowledge of techniques, procedures and intellectuals; (2) creative thinking skills determine how people flexibly and imaginatively approach problems; (3) motivation (intrinsic motivation) is encouragement from within to meet challenges.

In the previous research, it became a reference in this study, among others (Teresa M. Amabile, 2013; Teresa M. Amabile & Pratt, 2016; J.-H. Chang & Teng, 2017; Horng, Tsai, Yang, Liu, et al., 2016; Ibrahim et al., 2016; Jiang & Gu, 2015a, 2015b; Klijn & Tomic, 2010; Shalley et al., 2004; Wang, Tsai, & Tsai, 2014; Zhou & Shalley, 2003); (T. M Amabile et al., 1996; G. R. C. Oldham, A, 1996); (Sternberg & Lubart, 1991; Woodman et al., 1993); (T.M. Amabile, 1988). In this study using the componential model of creativity and innovation in organizations and Componential Theory of Creativity in his research, for the discovery of the componential model of creativity and innovation in organizations (1988) the theory of creativity and innovation in the oldest existing organization (Teresa M. Amabile & Pratt, 2016).

### **3. RESEARCH METHODS/METHODOLOGY**

This study uses a qualitative approach that has characteristics as an inductive process. Researchers collect data to build concepts, hypotheses, or theories (Merriam, 2009). Description of the context and often arising from problem situations is the focus of qualitative research (Tracy, 2013). While the research method is descriptive which describes a phenomenon and its characteristics are descriptive research objectives (Nassaji, 2015). Qualitative and descriptive research methods with the aim of this study is to explain the development of organizational behavior, especially regarding employee creativity. Research uses secondary data such as journal articles and websites. Data collection techniques from various sources with key characteristics of the nature of qualitative research are focus on processes, understanding, inductive processes; and the product is descriptive (Merriam, 2009), descriptive method, which explains the relationship model between perceived organizational support impact on employee creativity.

### **4. RESULT AND DISCUSSION**

Employees are more involved in creativity if the organization emphasizes creativity as valuable to the organization, communicates these values and then institutionalizes a culture that reinforces these values and creativity management can be managed (Choi, Lee, & Yoo, 2010). This belief in organizational support also enhances employee behavior voluntarily because the basis of social exchange is established on the basis of trust and goodwill that is built between the two exchange parties (Eisenberger *et al.*, 1986; Rhoades & Eisenberger, 2002; Yoon & Suh, 2004).

Organizational support and creativity is the extent to which employees feel when compared to developmental experiences, organizations encourage, respect, reward, and acknowledge employees who generate creative ideas at work. If the organization provides a high level of support for employee creativity, it will direct the attention of employees to be proactive in dealing with uncertainty and change and towards generating new ideas and new ways. Doing things to adapt and improve life, this will help improve the perceived employee environment and it will help improve the employee's reduced intrinsic motivation should result in a higher level of creativity.

Research by Eisenberger (2002) states that perceived organizational support (Perceived Organizational Support) by employees as employees' global beliefs about the extent to which organizations care about employee welfare and value employee contributions, with the organization's concern for employee welfare will lead to new ideas in work (Woodman *et al.*, 1993) explained that perceived organizational support found influence on Employee Creativity. The high perception of organizational support perceived by the employee will increase employee creativity (Chaubey & Sahoo, 2018). The results of research conducted by Ibrahim *et al.* (2016) states that there is a positive and significant relationship between perceived organizational supports for employee creativity.

## CONCLUSION

Organizational support that is perceived the employee's perception of how the organization values employee contributions and cares for their welfare, while employee creativity is the process of generating ideas or solutions that are not only original but must also solve useful problems in the development of new products, services, and ideas. Production of new ideas and useful in organizations. The results of previous research summaries in the above table of several studies suggest a positive influence between perceived organizational support on employee creativity (Chaubey & Sahoo, 2018; Ibrahim *et al.*, 2016; Tang *et al.*, 2017).

Creative instincts in employees become deeper when an organization provides a conducive climate and physical work environment to stimulate the employee's creative thinking process by encouraging employees to exchange ideas among themselves, which motivates employees to think outside the box and further foster their creative abilities, Empirical test research produces perceived organizational support on employee creativity has a significant effect.

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